



***U.S. Department of Energy's
Office of Science***

OneSC Restructuring Project:

Rollout of the New Organization

Office of Science

April 1, 2004

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Director, Office of Science



OneSC: Rollout of the New Organization

List of Transparencies

- 1) Covers of Facilities Outlook and Strategic Plan
- 2) OneSC Project Team
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- 4) Signing of MOU with Oak Ridge Union
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OneSC: Rollout of the New Organization

- Today marks the official, formal inauguration of our new organization.
- The Secretary has approved it.
- Both chapters of our headquarters union and the Oak Ridge union have endorsed it.
- The formal launch of our OneSC organization dates from this very moment on the first of April, 2004.



OneSC: Rollout of the New Organization

- This brings to a successful conclusion Phase 1 of our three-phase OneSC Restructuring Project.
- As I'll detail later in my remarks, this rollout of our new OneSC organization sets the stage for:
 - Phase 2, the reengineering and human capital analysis phase of OneSC
 - and Phase 3, the evaluation and close-out of our OneSC project.
- I want to thank all of you who have been involved and brought us to this important milestone of the OneSC Restructuring Project.



OneSC: Rollout of the New Organization

Today, in rolling out the new OneSC organization, we are creating:

- The integrity, unity and identity of the Office of Science (or what OneSC is, should be and can be)
- The role of each of you in the Office of Science (or how important each of us is to the Office of Science – and to our prospects for success together via OneSC)



OneSC: Rollout of the New Organization

Our Identity

All of us in OneSC share – and take great pride in – our common identity:

- Our mission
- Our legacy
- Our commitment to the future of science
- Our robustness



OneSC: Rollout of the New Organization

Our Mission

Our mission, as presented in our new *Office of Science Strategic Plan*, is:

- “to deliver the remarkable discoveries and scientific tools that transform our understanding of energy and matter and advance the national, economic, and energy security of the United States.”



OneSC: Rollout of the New Organization

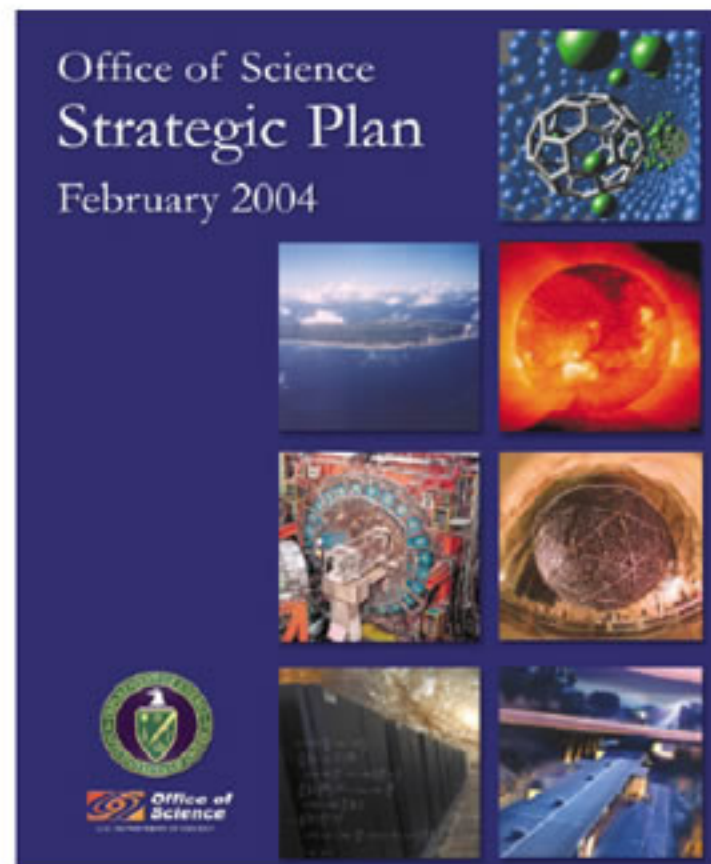
Our Legacy

- Thanks to your outstanding professionalism and dedication, SC already deserves great credit for its:
 - Historic scientific accomplishments and contributions to the national welfare
 - Ongoing research pursuits of fundamental significance
 - Important initiatives we are uniquely positioned to undertake in the future



OneSC: Rollout of the New Organization

Our Commitment to the Future of Science





OneSC: Rollout of the New Organization

Our Commitment to The Future of Science

- Within the past 5 months, the Office of Science has published two documents that together provide a roadmap for the future of science.
- Secretary Abraham personally released *Facilities for the Future of Science: A Twenty-Year Outlook* with a wonderful speech at the National Press Club last November 10th.
- And we rolled out our new *Office of Science Strategic Plan* at the annual meeting of the American Association for the Advancement of Science in Seattle on February 12th.
- Together, these two documents map what we believe the future of science will be for the Nation and the world.



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Our Robustness

- OneSC will help ensure that the Office of Science is able to compete successfully for the scarce resources required to deliver continued leadership science for the Nation.
- OneSC will enable the Office of Science to become a more effective and efficient integrated operation.
- Through OneSC, we are becoming a self-sufficient and self-contained organization, and we can do our job.
- We will remain responsive to – and responsible for meeting – the needs of the entire Department of Energy and its mission.



OneSC: Rollout of the New Organization

A Sense of the Office of Science

Science is beautiful.

- Through OneSC, I want all of us to share in the joy of discovery – in the scientific process and discoveries we are going through right now – and will create in the future.
- That is what OneSC is all about.



OneSC: Rollout of the New Organization

OneSC and You

- Each of you is an important, integral part of OneSC.
- Your goodwill, your participation, your ideas and suggestions, and your individual leadership are critical to the attainment of OneSC's goals.
- Our new structure should enable all of us to realize our full potential.



OneSC: Rollout of the New Organization

One SC and You

OneSC will be an organization where:

- employees can succeed and contribute to important national needs
- we integrate science and operations – the key to OneSC
- processes and systems will provide the tools needed to get the job done
- excellence will be recognized and rewarded
- we all should take justified pride in being part of an integrated team making such important contributions to the Nation and the world



OneSC: Rollout of the New Organization

This new organization is the result of the efforts of many people throughout the Office of Science family:

- Jim Decker and Milt Johnson, our champions for this project
- OneSC Project Manager Ed Cumesty and his Project Team:



1.0 OneSC

**Ed Cumesty
Bob Wunderlich**

1.2 Project
Communications

Gary Pitchford

1.1 Planning
& Integration

1.3 SC
Organization

1.4 Systems &
Processes

1.5 Interface
Agreements

Dick Nolan

Leah Dever

1.1.3 Issues
Management

Jennifer Fowler

1.3.1 Headquarters

***Iran Thomas*
Camille Torquato**

1.4.1 M&O
Contracts

**Steve
Silbergleid**

1.3.2 Site Offices

1.4.2 OSIBS

Julie Erickson

1.3.3 Support
Centers

Mike Holland

1.4.3 Human
Capital Analysis

**Aracely
Nunez-Mattocks**

**The
Project
Team**



OneSC: Rollout of the New Organization

- Ed Cumesty, Bob Wunderlich, Gary Pitchford, Dick Nolan, Leah Dever, Jennifer Fowler, Camille Torquato, Steve Silbergleid, Julie Erickson, Michael Holland, Aracely Nunez-Mattocks, and the late Iran Thomas
- The many individuals who worked with the Project Team on committees and task forces on specific issues and
- All of you who are playing a role in implementation



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Signing of the Headquarters MOU



*Don Freeburn signing the MOU with Camille Torquato,
Dr. Orbach, and Al Knight*



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Particularly noteworthy has been the cooperation and assistance we received from the National Treasury

Employees Union leadership:

- Al Knight, President of NTEU Chapter 213
- Don Freeburn, Executive Vice President of NTEU Chapter 228
 - The NTEU contributed materially to ideas that make OneSC work.



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Signing of the Oak Ridge MOU



Dolores Henry and Gerald Boyd sign the MOU with Ballard Jackson, Jim Decker, Robert Brown and George Malosh



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- We also have conferred with our Oak Ridge union leadership.
- I am pleased to report that, this morning, the DOE Oak Ridge Office and the Office and Professional Employees International Union signed an MOU about the OneSC restructuring.
- I would like to thank Dolores Henry, Shop Chair of Local 2001 of the Office and Professional Employees International Union, for her support.



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We also enjoyed the advice and assistance of:

- The DOE program offices that have preceded the Office of Science on similar paths: NNSA, EERE and EM
- The ME organization, especially
 - Richard Hopf, Director of the Office of Procurement and Assistance Management, and Irma Brown of that office for their encouragement, support and advice in addressing Head of Contracting Activity Authority issues
 - Aleshia Duncan, Labor Relations Specialist, for her important role in our constructive interactions with the NTEU.



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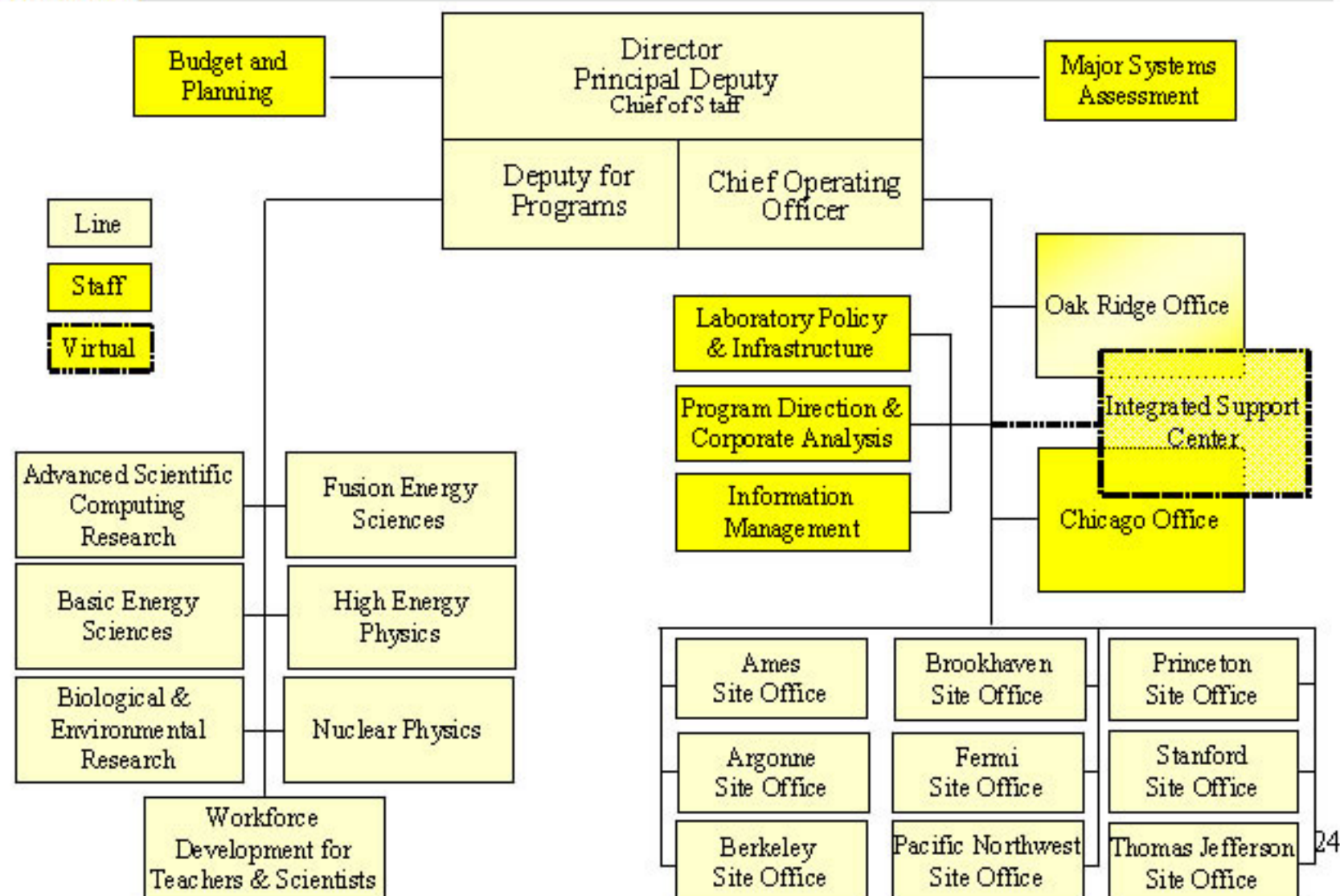
Finally, we are grateful for the guidance and support of:

- Secretary of Energy Spencer Abraham
- Deputy Secretary Kyle McSlarrow
- Under Secretary Bob Card

Most of all, our thanks to all of you for your cooperation and assistance since we began the OneSC restructuring project.



Phase 1: The OneSC Structure





OneSC: Rollout of the New Organization

- I expect you received my March 25 email announcing today's OneSC rollout – and featuring our new organization chart.
- I also trust you have visited the OneSC web page and acquainted yourselves with the details available there about our reorganization.
- These documents provide important information about our new structure:
 - My memorandum for the Secretary
 - OneSC White Paper
 - Mission and Functions Statement
 - This and other organization charts



OneSC: Rollout of the New Organization

The foundations and conceptual basis for OneSC:

- The President's Management Agenda
- Under Secretary Card's Management Principles
- Coherence



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Coherence

- Why did I add “coherence”?

Because we must move forward together in a cooperative, collaborative relationship if we are to carry out our mission better than ever before.



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Coherence

- OneSC means that all 1,000 of us need to understand our mission and program goals.
- All of us must share a coherent picture of what the Office of Science is about – and what we are working to achieve at our national laboratories and colleges and universities for the Department and our Nation.
- Each of us must understand how we fit in to the entire complex – and how our individual efforts contribute to accomplishing the Office of Science's mission and goals.
- And we also all must understand and value the roles of one another – at headquarters, in the site offices and at the integrated support center.



OneSC: Rollout of the New Organization

OneSC gives us the structure that enables us to achieve these ends:

- Phase 1 gives us structural coherence by integrating SC headquarters, the site offices and our Integrated Support Center.
- Phase 2 will bring coherence to our performance, ultimately seamlessly linking Forrestal, the site offices, the program offices, the Integrated Support Center, and our laboratories to accomplish our science mission.



OneSC: Rollout of the New Organization

OneSC Project in Brief

- OneSC was launched in July 2002
 - Project plan approved and SC Team established from HQ and field
 - Employee and stakeholder briefings
 - Web site commissioned
- OneSC Project Phases
 - Phase 1: Restructuring
 - Phase 2: Reengineering/Human Capital Analysis
 - Phase 3: Closeout
- Key Events
 - Approval of OneSC structure by the Secretary – January 5, 2004
 - MOU signed with headquarters unions – March 11, 2004
 - MOU signed with Oak Ridge union – April 1, 2004
 - SC Town Hall rollout – April 1, 2004



OneSC: Rollout of the New Organization

OneSC Phase 1

Phase 1, the completion of which we are announcing today:

- Removes a layer of management between the Director and the laboratory site managers – and integrates the site managers with headquarters
- Clarifies Roles, Responsibilities, Authorities and Accountabilities (R2A2s) throughout the Office of Science
- Integrates the Office of Science's program, operational, and support elements

And all this have been achieved without relocations, involuntary separations or reductions-in-force.



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OneSC Phase 2

- The purpose of Phase 2 is to create the coherence that is essential for the Office of Science to accomplish its science mission.
- I have asked the OneSC Project Team to develop a detailed project plan for Phase 2 that will produce precisely this coherence.
- A key aspect of Phase 2 will be finalizing a workable system for ensuring that Site Managers and Associate Directors provide the Director with a coordinated “Sense of the Laboratory” for each of the Office of Science’s national laboratories.



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OneSC Phase 3

- Phase 3 is the Evaluation and Closeout Phase, which we will enter after we have had sufficient experience operating our restructured and reengineered organization.
- We will do an evaluation of what worked and what didn't work.
- If we need to make some adjustments to what we've done, we'll make them.
- We'll look for opportunities that we didn't fully exploit.



OneSC: Rollout of the New Organization

- Thanks are due to all who have been involved in the OneSC process to date.
- All of us have profited from your participation and assistance.
- The OneSC process has come this far and worked so well because of your contributions.
- We intend to continue this relationship for the future.



OneSC: Rollout of the New Organization

- We look forward to discussing our common future in the weeks and months ahead.
- I plan to visit each of our sites and meet with all of you to share ideas.
- Jim Decker and Milt Johnson and the OneSC Team members also plan to join your local leadership in the weeks and months ahead to help answer your questions about the many outstanding issues still before us.
- Please participate in these sessions, because your involvement is essential.



OneSC: Rollout of the New Organization

- It is truly an honor and a privilege to work with all of you, nearly 1,000 women and men who are carrying on the Office of Science's magnificent legacy.
- I am proud to be the Director of DOE's Office of Science.
- I want to thank you all.



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Introducing Union Leadership

Before we move to questions, I would like to offer the leadership of the National Treasury Employees Union (NTEU) here in headquarters and the leadership of the Office and Professional Employees International Union in Oak Ridge the opportunity to make some remarks.



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Introducing Al Knight

- It is my pleasure to introduce Al Knight, President of Chapter 213 of the National Treasury Employees Union.
- Al will speak to us from the small auditorium in the Forrestal building



OneSC: Rollout of the New Organization

Introducing Don Freeburn

- I'd now like to introduce Don Freeburn, Executive Vice President of Chapter 228 of the National Treasury Employees Union.
- Don represents SC employees who work here in Germantown.



OneSC: Rollout of the New Organization

Acknowledging Dolores Henry

- Finally, it's my understanding that Dolores Henry, Shop Chair of Local 2001 of the Office and Professional Employees International Union, which represents our Oak Ridge employees, will speak to employees gathered in Oak Ridge after this teleconference.
- I want to thank Dolores for her assistance and her participation.



OneSC: Rollout of the New Organization

Time for Q&A

- Jim Decker, our Principal Deputy Director and our new Deputy for Programs, is in Oak Ridge for today's rollout.
- And Milt Johnson, our new Chief Operating Officer, is in Chicago.
- So now, along with Jim and Milt, I will be pleased to take your questions.



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Q&A Portion

- We will begin in Germantown and then proceed to each site in turn.
- To give everyone a chance to participate we will take two or three questions from each site and then have a second round.
- Any questions not answered today will be answered on the OneSC web site.
- Please be sure to use a microphone.

Germantown

Berkeley

Brookhaven

Chicago

Fermi

Forrestal

Oak Ridge

Pacific Northwest

Princeton

Stanford

Thomas Jefferson